



USAID
FROM THE AMERICAN PEOPLE



SOUTHERN AFRICA ENERGY PROGRAM **COMMUNICATION STRATEGY**

July 2017

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INTRODUCTION

The USAID South African Energy Program (“the Program”) is part of the whole-of-government (USG) Power Africa initiative. Its goal is to stimulate economic growth in Southern Africa by addressing five key constraints on energy sector development. These include (i) ineffective regulation, planning, and procurement; (ii) low commercial viability of utilities; (iii) limited regional harmonization and cross-border electricity trade; (iv) lack of demonstrated and scaled clean and renewable energy and energy efficiency technologies and practices; and (v) weak institutional and human resource capacity for energy sector management. The Program, funded by USAID, also signals the strong commitment of the USG to improve access to energy for people living in Africa on behalf of the American people.

Partnership is at the heart of the Power Africa strategy. It is through partnerships that the Program will work to improve enabling environments, stimulate economic development, and enhance the lives of people across Southern Africa. One of the most effective ways to build long-term partnerships is through open, two-way communication. Through a strong emphasis on data and evidence in strategic communications, the Program will help bring together partners from the public and private sectors, civil society, and international organizations, including the media, international donors and multinational financial institutions, representatives from the energy sector, community and national stakeholders, and individuals and households. In all communications, the Program will focus on gender equity on two levels: first, it will focus on increasing women’s employment in the energy sector; and, second, it will focus on women’s access to electrical services.

This strategy is a living document and will be reviewed and revised at a minimum on an annual basis.

PURPOSE OF THE COMMUNICATIONS STRATEGY

This communications strategy provides overarching direction and guidelines for designing, developing, and implementing communications activities to inform stakeholders about successes achieved, to engage stakeholders in planned activities to foster their continued support, and to continually communicate the USG’s support—through USAID and the Power Africa Initiative—for improved access to energy in Southern Africa. The strategy is designed to promote uniformity and consistency in communications deliverables and support clear and continuous messaging.

As a practical guide, this strategy also defines the Program’s primary communications objectives; identifies key stakeholders; defines potential tools and channels to be used to reach target stakeholders; and established a communications monitoring and evaluation (M&E) framework to provide insight into the performance of the communications strategy. The data collected from M&E activities will be used to continually modify and adjust the communications action plans as needed.

COMMUNICATIONS OBJECTIVES

This communications strategy is designed to:

1. Articulate the Program’s technical strategy, value proposition, and approach to stakeholders in a coordinated and holistic manner.
2. Serve as a technical guide to be used by the Program’s team members and partners when developing communications activities and deliverables.
3. Define key stakeholders through a stakeholder analysis to prioritize communications activities.
4. Identify potential communications channels to obtain desired outcomes and results among identified stakeholders and audiences.

ROLES AND RESPONSIBILITIES

The Program will develop annual communications action plans to detail the roles and responsibilities of team members. Roles and responsibility definitions will include the level of effort for all involved, timelines and deadlines, and clearance activities. Communications activities will be coordinated at the project level by the Communications and Outreach Specialist, who will be based in the Pretoria Office. S/he will benefit from strategic support and ongoing STTA from Another Option. A member of the communications team will be tasked with actively liaising with local and regional organizations to facilitate communications activities and foster ongoing dialogue between the Program and these organizations.

Communications activities will not solely be the responsibility of the communications team and will require ongoing effort and awareness from all Program team members.

OPERATIONALIZATION

This communications strategy sets the foundation and expectations for all communications, both internal and external, with adherence to the the Program's Branding and Marking Plan.

ANNUAL COMMUNICATIONS ACTION PLANS

In coordination with annual work planning efforts, the communications team will develop annual communications action plans that provide implementation details and timelines. Details of these plans, which will also include estimated levels of effort and resources necessary to implement them, will be incorporated into the Program's Annual Work Plans and budgets. These action plans will also define the channels to be used, deadlines, reviews, approvals, and—through the communications matrix and stakeholder analysis—target stakeholders the Program expects to reach.

APPROVALS

Following USAID guidance, all significant communications will be reviewed by the Program's Contracting Officer Representative (COR) and then USAID Southern Africa's Development Outreach and Communications (DOC) team prior to release. Internal and stakeholder review may occur prior to submission to the COR. The level and complexity of reviews will depend on the audience, tool, and action plan. Throughout the drafting and review process, all communications materials will be clearly marked with a "DRAFT" watermark to prevent premature release. A more detailed description of this process can be found in [Annex I: Communications Approval Process](#).

POWER AFRICA RELATIONSHIP

The Program is funded in significant part by Power Africa, and the implementation of this communications strategy will align with Power Africa's objectives and priorities. The strategy and all subsequent communications deliverables will follow the Program's Branding and Marking Plan, which includes co-branding guidelines with Power Africa. To the extent communications require approval by Power Africa, the communications team will maintain a working and approval relationship, as laid out in the aforementioned communications approval process to be found in [Annex I](#).

COMMUNICATIONS METHODOLOGY AND APPROACH

STRATEGIC APPROACH

This communications strategy is divided into five core components: gathering insight, developing the strategy, developing content, delivering the content, and evaluating impact (see Figure I). Each

component will be described in detail below. Throughout each of these components, answering key questions will drive each component.

Internal communications will be directed to the individuals and parties within the Program, USAID, Power Africa, and country parties involved in implementation. These groups will be privy to more proprietary information, which may include budget, human resources information, and other operational aspects of the Program.

External communications will be directed toward outside parties who affect, or will be affected by, Program activities. Much of the communications to these parties will be informational and/or results driven in order to ensure successful coordination between stakeholders as well as receiving and/or maintaining their buy-in to the Program.

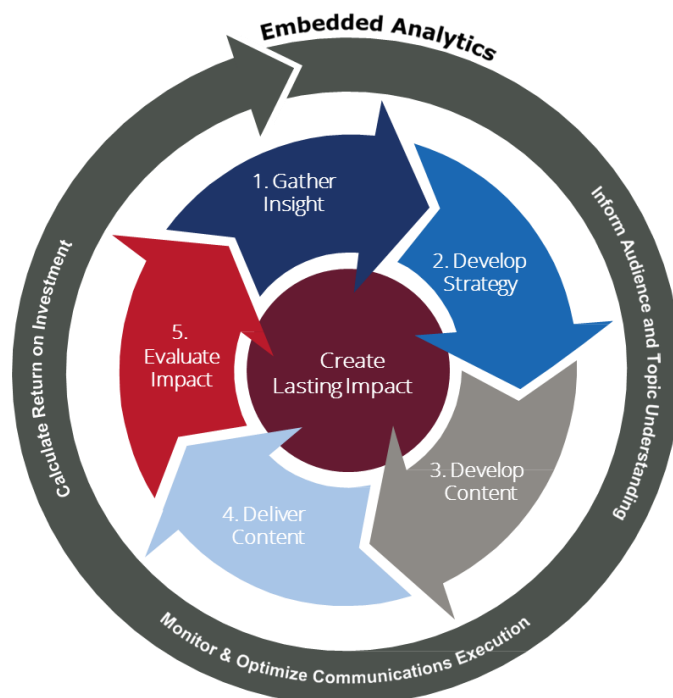


Figure 1: Communications Strategy Components

I. GATHERING INSIGHT

Due to the number and complexity of entities that exist in the energy sector, the Program must have a clear understanding of multiple stakeholders with varying interests and levels of involvement, differing cultural and social norms that may be barriers to change, and distinct motivations and beliefs that can support or impede acceptance.

Information and evidence about the Program's stakeholders in public and private sector to individuals and households will be used to drive the core of this and future communications strategies as well as the development of annual communications action plans. This might include, for example:

- Research built on existing surveys of external stakeholders;
- Literature reviews of previous communication programs and campaigns on energy;
- Secondary research and data;
- Qualitative information from stakeholders and constituencies; and
- Socio-ecological landscape review, policies and regulations, and economic data and business.

The program will rely on research conducted by USAID and the Power Africa Coordinator's Office as well as the broader USG and international donor community on various stakeholders and communication materials that already exist.

Illustrative research studies and methodology would include:

- Conduct a literature audit of previous communication plans and campaigns; secondary qualitative research among primary and secondary audiences on these issues; and communication programs of the various donors and beneficiaries;
- Carry out qualitative research among primary and secondary stakeholders to determine actors' motivations, belief systems, and aspirations; economic issues; and a socio-ecological review to identify social and cultural factors that can be barriers or opportunities; and

- Share research findings with the Program and USAID staff and key representatives from government counterparts, industry, and civil society to map out key findings, barriers and opportunities, audience segmentation; and begin to develop the communication plan.

For internal stakeholders, the research will examine current Power Africa communication programs and country-level energy sector communication programs by government, private sector, and other stakeholders. The research will also identify commonly used sources of information for internal stakeholders.

For external stakeholders, the research phase will be more extensive and involve primary and secondary stakeholders. Qualitative research data will be analyzed and presented to project decision makers. This step is important to cement buy in of government officials and private sector stakeholders and to share the ownership of the program in each country.

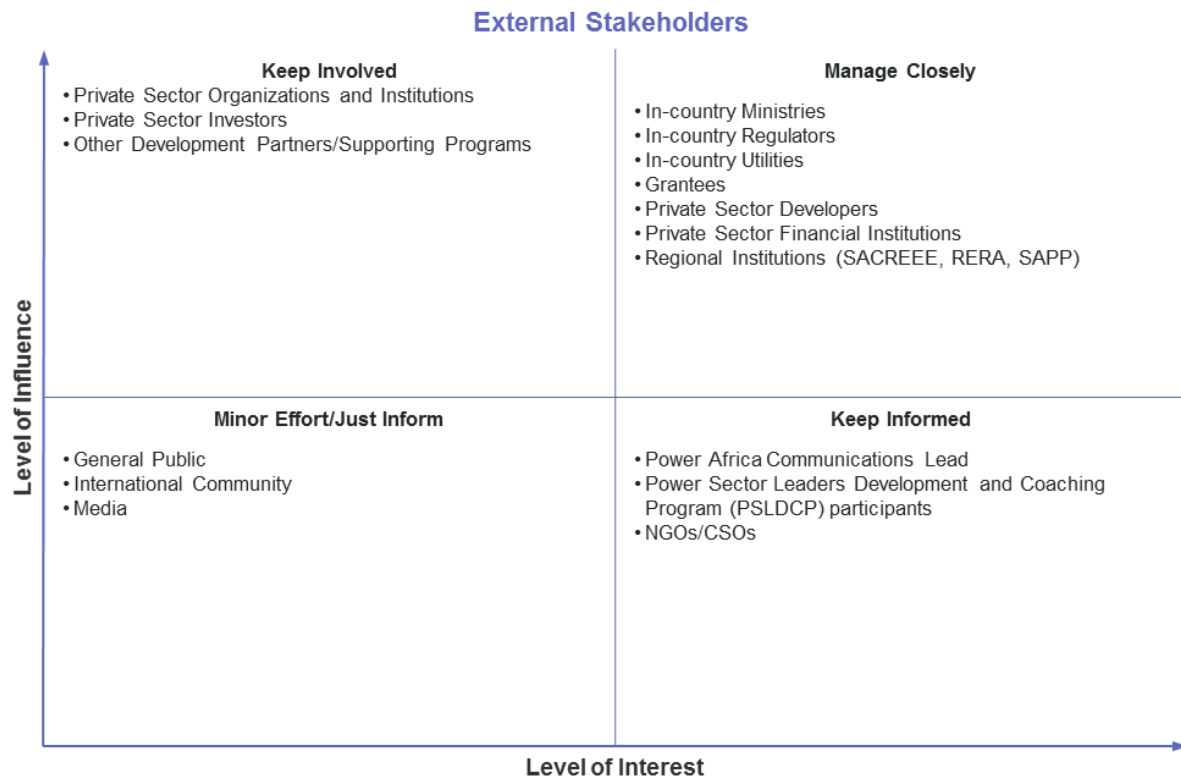
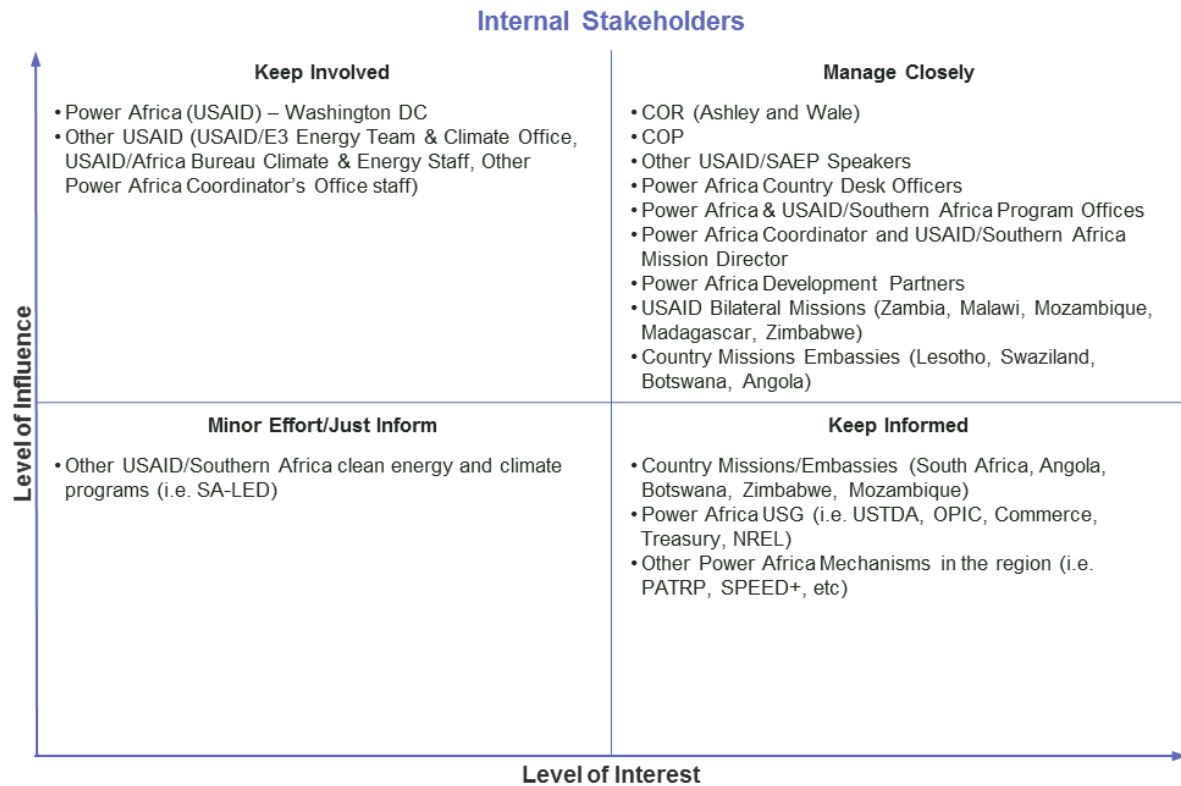
STAKEHOLDER ANALYSIS

Due to the complexity and diversity of the Program, identifying stakeholders and desired behavior change for each group is a critical first step for successful communications. For purposes of this strategy, stakeholders are defined as the individuals, organizations, or businesses that have a clear interest, or 'stake,' in the activities of the Program. Desired behavior change, or specific communications objectives, would be the anticipated result of targeted communications and outreach activities.

The charts below map each of the identified stakeholders by the level of influence on implementing activities and level of awareness of the Program. The first chart represents internal stakeholders, and the second defines external stakeholders. Stakeholders' positions are categorized into the following groups:

- **Manage Closely (high influence, high interest):** Stakeholders that are fully engaged in the Program's activities and need to be regularly kept up to date.
- **Keep Involved (high influence, less interest):** Stakeholders that should be satisfied with concrete information, not to overburden them with all Project messaging. In the case of internal stakeholders, these people may be privy to some proprietary information.
- **Keep Informed (low influence, high interest):** Stakeholders that should be informed about the Program's activities due to their interest in the energy sector.
- **Minor Effort (low influence, low interest):** Stakeholders that should be communicated to, but should not be inundated with regular communications product unless otherwise requested.

Figure 2: Stakeholder Mapping Analysis



STAKEHOLDER PARTICIPATION AND INPUT

The Program's communications team will work closely with in-country partners to capture their knowledge of social and cultural norms and regulatory and legislative issues that may be barriers to the Program being able to do its work successfully. At each step of the process, the Program will solicit feedback from its partners and inform its contacts of findings, timelines, and status. A participatory approach is critical to the success of the communication process, to avoid missteps, and establish ownership among all actors.

Given the vast geographical and cultural expanse of Southern Africa, the communications team will continuously work with these stakeholders to determine the most effective mediums for communicating to different cultures, countries, and industries.

2. UNDERSTANDING STAKEHOLDERS PRIORITIES

Effective communications revolves around stakeholder awareness. To increase understanding of the stakeholders, these defining questions will drive this component:

1. What are the audience's needs?
2. Is the message adequately conveyed?
3. How beneficial is the information?
4. How can we achieve greater impact?

Data and research gathered in the first component and periodic strategy meetings drive the design, development, and maintenance of this communications strategy. It will be used to segment stakeholders, develop key messages, identify media channels, and design appropriate activities.

A segmentation matrix, like the sample below, will be used to detail the target stakeholder, messages, strategies, activities, and indicators for both internal and external stakeholders. Once completed, the matrix will serve as a constant guide for communication activities. Where appropriate, tables may be produced segmenting stakeholders by geography and technical focus (Outcome). Each section will be updated regularly to ensure the correct messages and strategies are being followed.

Table 1: Illustrative External Stakeholder Segmentation Table

Audience	Messages	Strategies	Activities	Indicators
Gov't. officials in the Program countries				
Public utility companies				
Potential private sector investors				
Energy officials				
Energy reform advocates/groups				

Audience	Messages	Strategies	Activities	Indicators
Community leaders/ empowerment organizations				
University programs for energy studies				
Media interested in energy issues (national and local)				

3. DEVELOPING CONTENT

Prior to devoting any effort or funding to developing communications products, they should be mapped back to the Program's Results Framework (See [Annex 3: Southern Africa Energy Program Results Framework](#)). They should also be subjected to cost-benefit analysis, with significant expenditures requiring greater levels of evaluation.

The communications team will identify how stakeholders receive their information, who they trust as credible spokespeople, and how they use that information. The Program and its partners will determine specific methods and media of communication for both internal and external audiences. The communications team will also develop messages and communications materials for relevant audiences.

To increase understanding of the stakeholders, these defining questions will drive this component.

1. What are the stakeholders needs?
2. Are there any barriers to the communication?
3. How can we expand our reach?

MESSAGING

A small number of clear messages crafted for the Program will communicate the why and how of the program, as well as program successes, when they happen. Each message takes into account stakeholders' communications needs, providing context for powerful messages that can influence behavior and perceptions. The program will collect regular feedback on communications efforts and stakeholder perceptions to update and improve future messages. The program-level key messages are presented in the table below, and more detailed, specific messaging may be developed in the future as requested or to meet specific program needs.

Table 2: Key Messages

Key Message
1. USAID's Southern Africa Energy Program brings sustainable and innovative solutions to the challenges of energy access and power sector development in Southern Africa in support of the US Government's Power Africa Initiative.
2. By creating a space for long-lasting partnerships across the energy sector, the Southern African Energy Program builds private sector confidence, encourages investment, and fosters engagement throughout the Southern Africa region, thereby harnessing enterprise, innovation and resources to develop reliable energy infrastructure.
3. The Southern African Energy Program implements leading practice and results-based solutions to energy sector development challenges to accelerate <i>sustainable and commercially viable power sector growth</i> .
4. Anticipated results of the Southern African Energy Program include: increasing generation and transmission capacity by helping Southern Africa to achieve an additional 4000MW and 3 million new connections over the next five years.

Key Message

5. The Southern Africa Energy Program is focused on five outcomes: i) improved regulation, planning, and procurement for energy; ii) improved commercial viability of utilities; iii) improved regional harmonization and cross-border trade; iv) renewable energy and energy efficient technologies and practices locally demonstrated and scaled; v) increased human and institutional capacity.

6. In addition to catalyzing large-scale private sector investment, the Southern African Energy Program utilizes various local grant programs to accelerate the adoption of sustainable solutions to connectivity challenges that are owned, operated and maintained by local communities across Southern Africa.

7. The Southern African Energy Program will drive a diverse mix of enabling partnerships and alliances with public and private sector to achieve the desired results of the Program and the goals of Power Africa.

8. The Southern African Energy Program will integrate social and gender inclusiveness, climate resilience, and environmental sustainability into all activities.

NOMENCLATURE

All messaging and narratives will need to meet the standard nomenclature adopted by USAID and Power Africa and the Branding and Marking Plan. It must be noted that all nomenclature and messages must be coordinated with all USAID Missions, Embassies and other USG agencies to make sure that one common message is communicated to the Program's counterparts. The detailed list can be found in [Annex 2: Nomenclature](#) of this document. Additionally, the project team will revisit the list on a regular basis.

4. DELIVERING CONTENT

To be successful, compelling messaging and tools need to be delivered through effective and frequented channels. Utilizing channels that stakeholders already frequent will increase the return on investment and effectiveness of the communications activities. As the Program works across the region, the necessary delivery channels will be tailored to the target stakeholder and accessible infrastructure. To increase understanding of the stakeholders, these defining questions drive this component:

1. What are the audience needs?
2. What are effective communication channels?
3. How do we measure the effectiveness of the communication channel?
4. Are there any barriers to the communication?
5. What is the preferred communication channel?
6. How can we expand audience reach?

The communications team will work with USAID to ensure all digital resources are mobile friendly, support the PATT tool as appropriate, and integrate with ongoing social media initiatives (e.g. PATRP's LinkedIn gender program; see [Annex 5: Partner Online Communications](#)).

The Program will follow communications policies that are consistent with USAID "*Guidelines of USAID Implementing Partners to Engage with the Media*" and the Branding and Marking Plan. Additionally, the Program communications team will seek appropriate approvals for all press releases, media interviews, site visits, and online activities, including social media, before publishing.

TOOLS

The communications team will design and develop effective tools to communicate to target audiences. All communications tools will be governed by the Branding and Marking Plan. This list of tools is not exhaustive and is subject to updates throughout the life of the Program.

The templates and archived communications will be kept and maintained by the communications team in a repository accessible by successors.

Collateral:

- **One-Pager:** The communications team will revise and maintain the Program's One-Pager to be disseminated to all implementing partners. The One-Pager serves as a quick marketing and informational tool presenting high-level program information, activities, and results. This can be used at events, panel discussions, high-level meetings, and distributed online, amongst others. This is an external document that can be disseminated widely.
- **Talking Points:** Talking points will be a branded version of the key messages highlighted earlier in this document. These are internal documents only to be used by team members and specific spokespeople. The communications team will develop a base set of talking points on the overall Program, as well as talking points by country/outcome. Additional talking points will be prepared on an as needed basis and tailored to the speaker and event.
- **"Intro to Communications" Training:** Because communications is driven by the entire program team and multiple stakeholders, and not only the communications team, the communications team will develop a PowerPoint Presentation that highlights the important aspects of this communications strategy as well as best practices for speaking and communicating via traditional and digital media. This training will be provided to Program team members and specific stakeholders with a role in communicating the program. This will ensure cohesive and consistent messaging on progress and results.
- **Internal Communication Templates:** These tools are informational tools that for members of the Program team. These templates will be purposefully plain to differentiate from externally facing communications. Additionally, internal communications will contain "INTERNAL" watermarks and kept in Word format in order to ensure they are not shared widely.
 - PowerPoint Presentation
 - Factsheet
 - Report
 - Trip Reports
 - Speakers Brief for Events
 - Talking Points
 - Participant Bios
 - Activity Tracker
- **External Communication Templates:** All final external communications collateral needs to be approved by USAID and published as a PDF to ensure only final documents are distributed widely.
 - **USAID Templates:** These communication templates will follow the branding guidelines available at <https://www.usaid.gov/branding>:
 - Power Point Presentation
 - Press Release
 - Flyer
 - Report
- **Program Templates:** Program templates, which also will comply with USAID branding guidelines, will incorporate Program themes. These include:
 - PowerPoint Presentation

- Media Information Kits
 - o Latest Newsletter
 - o Press Release
- Flyer
- Report

Editorial:

- **Newsletter:** In order to keep target stakeholders regularly informed on activities of the program, the team will produce a one quarterly newsletter for external purposes. The communications team will design the newsletters and send to USAID for review and feedback. Using data during Monitoring and Evaluation, the communications teams will regularly assess the level of readership and how to ensure the newsletters are reaching the right stakeholders and providing impactful information.

A Quarterly Newsletter will be externally focused and contain the success and results-based stories for a broader target audiences. The quarterly newsletters will be included within the media information kits. If a website is approved and adopted, the newsletter will contain story blurbs that will link to full stories on the website. The newsletter also will include inputs on research updates and related activities from other partner agencies (National Renewable Energy Laboratory, National Association of Regulatory Utility Commissioners, and the United State Energy Association, amongst others), program updates, and any upcoming events (Energy Conferences, Utility Sector Meetings, etc). Newsletters for distribution at relevant conferences and workshops will be printed.

- **Success Stories:** On a regular schedule (to be determined within the communications team's action plan), success stories will be drafted and published to be included in the Newsletters, tentative website, Media Information Kits, and partner websites and materials.
- **Public Announcements:** Press releases, bulletins, and other results-based documentation about intervention implementation and achievements will be prepared to be shared with the media. These activities will require close coordination with USAID and approval before release, seeking any opportunities to make public announcements in line with any high-level visitors/delegations from USG agencies.

Internal:

Internal communications will be kept purposefully plain and in Word format to prevent any unintended public dissemination. The purpose of internal communications to assist in managing all stakeholders influencing and involved in the Program and related activities. Internal communications provide the desired and necessary information and keeps the Program running harmoniously. In addition to the quarterly newsletter mentioned above, the following tools will be employed:

- **Reports and Trackers:** Reports and trackers will be the most common way for the team to communicate completed and planned activities and results to USAID, Power Africa, and USG. While not completely owned by the communications team, these communications will be vetted through the standard communications approval process for nomenclature and format prior to submission.
- **High-Level Meetings:** The communications team will prepare, as needed, collateral packets, power point presentations, and other communications activities for meetings with high-level donors, government officials, and stakeholders who have significant influence in the life of the program. In addition to preparing for these meetings, the communications team will map out those stakeholders with whom Program team members should meet.

- **Ad hoc requests:** Internal stakeholders may request *ad hoc* information that will be developed by the communications team. These requests are expected by email, but the tool and delivery of the final communication will vary. These requests will still go through the same approvals as other communications. See [Annex 4: External Communications Request](#) for an example of a request form.
- **Special Events:** The Program communications team will maintain a calendar of special events, visits, conferences, and dates and share with the overall implementation team. In addition to coordinating events with media releases and success story publications, the calendar will be used to coordinate attendance for the team and high-level officials. In preparation of special events, a Speaker's Brief will be developed in accordance with Program templates.
- **Country and/or Outcome Factsheets:** Using the factsheet Tracker template, the communications team will design and develop one-page factsheets for each of the countries and potentially outcomes under the Program. Each factsheet will describe the country activities, interventions, and results envisaged for each country.

These factsheets will provide the data points to facilitate country specific information sharing with the target stakeholders including opinion leaders and other key partners. The targeted timeline is four weeks for the design and development of each of these factsheets, starting from the date a factsheet is requested. These draft factsheets will be shared with USAID for their review, feedback, and approval. Once approved, the factsheets will be made available online to the Program team and implementing partners. If necessary, the factsheets can be edited to be externally facing flyers using USAID templates and approved by USAID for public dissemination.

Digital:

- **Photography:** Photographs are a powerful communications vehicle, and can frequently be combined with small amounts of text to communicate key messages. Photographs vastly improve the reach of social media postings. Much of the Program's direct work will lend itself to powerful photos. This effort will also include a range of photos, which depict the energy sector in Southern Africa, such as renewable energy, women working in the energy sector and citizens using energy in a variety of ways. The team will also share a selected set of photos with USAID Southern Africa for promotional purposes.

It is important to note the budgetary impact of hiring a professional photographer to produce photos. Alternate options to hiring a photographer include training team members on how to take compelling photos, obtaining topical photos from the DOC office, and/or purchasing stock photos, amongst others.

- **Videos:** When cost appropriate and results-based, videos will be developed covering program events during the entire program cycle. Subjects will include training workshops, conferences, project outcomes, and key audience interviews. Videos will span the topics of the Program impacts and key messaging for the program. In addition to traditional documentaries, other low-budget video tool will be used such as Video Scribe, Animoto or Windows Movie Maker¹.
- **Infographics:** Infographics are charts, graphics, or just simple visualizations of data to ensure quick digestion. Visualizing information has increased over the past decade and only continues to increase in use and effectiveness. For the most part, people are wired to prefer visualization of data and information. Therefore, the communications team will develop infographics to be able to be shared across various channels. This will be done either by an in-house designer, local design vendors, or through an online source such as Venngage².

¹ Vendors will be competed, vetted, and approved prior to any contract for services

² See Footnote 1

- **Other Digital Media:** A wide array of innovative and engaging digital media tools may be harnessed to promote stakeholder engagement in clean energy development, examples include GIS mapping services such as Mapbox³ for developers and streaming video platforms for easily accessible stakeholder and/or workshop discussions.

CHANNELS

- **Program Website:** The Program will assess the practicality of a separate project website or if one can be housed with a counterpart. If necessary and approved, the team will focus on the activities necessary to register, design, develop, and test the website (a detailed website building process is located in [Annex 6: Website](#)). As the Program is a part of the Power Africa USG initiatives, the Program will consider the current Power Africa online portal and assess if the functionality will meet the communications needs for all stakeholders.
- **E-mail:** For the quarterly newsletters and other communications, the Program anticipates using an online mailing subscription service platform to disseminate online. The team will choose a service, such as MailChimp or Constant Contact⁴ that reaches the audiences necessary and provides sufficient channels.
- **Social Media:** The Program will leverage social media platforms and develop linkages to connect and reach out to a wider audience. The Program will explore using existing social media platforms within USAID and Power Africa to share any details related to key events, in consultation with USAID. The communications team will get all social media account names (Facebook/Twitter, etc.), tags and content cleared and approved from USAID as per [ADS Chapter 558: Use of Social Media for Public Engagement](#). The communications team will detail a social media strategy, including the benefit and reach analysis, dependent on decisions on what online presence the Program will have. Once these decisions are made in the annual communications action plan, a social media strategy will be drafted and implemented as an addition to this strategy by Another Option.
- **Special Events:** In addition to the internal calendar, the communications will use special events as a communication tool to disseminate information about the Program, outcome activities, interventions, and results. These events will increase engagement with industry and the general public and provide opportunities to network and build relationships with stakeholders.

SPOKESPEOPLE

Speakers are representatives of the Project. Often speakers are initiators of communication and will be working to communicate the message of the Program. The following speakers will be those people who represent the Program at events, meetings, and potentially to be quoted in press releases and other media, subject to approval from USAID.

USAID

- COR - Ashley King
- Senior Energy Advisor - Wale Aboyade

Program Project Team (Deloitte)

- Chief of Party – Craig VanDevelde
- Outcome Leads
 - Outcome I – David Jankofsky

³ See Footnote I

⁴ See Footnote I

- Outcome 2 – Wayne Mikutowicz
- Outcome 3 – Willem Theron
- Outcome 4 – Jorry Mwenechanya
- Outcome 5 – Malcolm Fawkes

Other Speakers

- Country Managers
- PMO Lead
- Monitoring & Evaluation Manager
- Subcontractor Leads where specifically appointed and approved by the COP
- Team Leaders of grant-recipients. As awarded, the POCs will be listed and their communication will be targeted and focused and will not cover a broad mandate for the project communications

More speakers will be identified and this list will be updated as the project activities are identified in the Year I Work Plan.

CHANGE AGENTS

“Change Agents” are counterparts at the regional, national, and local levels who advocate for the Program. They are public persons/organizations, who have access to decision-making authority, relevant resources, and establish business relationships to amplify impact of specific activities. Change Agents support Speakers of the project who communicate key messages of the project to stakeholders, advocacy targets and the media. The PMO and Country Managers will keep constant contact with Change Agents and organize mutual events.

MESSAGING TRAINING

Through the resources in Outcome 5, the speakers and Change Agents will receive training on how to deliver a compelling message, how to use speaking engagements to advocate for the Program, and how to tailor messaging to an audience. For example, these change agents may be members of the Power Sector Leaders Development and Coaching Program (PSLDGP). As part of the training, we may include a component about how to be supportive change agents for electricity reform and increased generation and access to electricity in their countries. Additional details on this capacity building will become clear through the Year I Work Plan and the communications action plans.

5. EVALUATING IMPACT

The communications team will collaborate with the Monitoring and Evaluation (M&E) lead for the Program and use existing tools to assess the effectiveness of the approach and communications tools utilized in delivering the communications strategy and subsequent action plans. The methods employed by the M&E will ascertain: relevance, impact, effectiveness, efficiency and sustainability of the communication initiatives (messages, tactics, distribution channels). The following delineates the M&E objectives for communications activities and learning questions, which will inform all phases (formative and summative) of the process. Note that the learning questions mirror the defining questions for the entire communications strategy.

QUANTITATIVE DATA POINTS

- Website statistics (if we decide to have a project-specific website or house information on a counterpart website)

- Attendee numbers at training/workshops
- Advertising Value Equivalent
- Numbers of follow-on requests (additional information, etc.)
- Number of stakeholder outreach meetings and successful matches
- Survey feedback
- Quarterly newsletter email sign ups
- Quarterly newsletter click and open rates
- Media coverage
- Media mentions
- Social media metrics

QUALITATIVE DATA POINTS

- Influence in government policy changes
- Role in facilitation of key partner agreements
- Visibility of other high-level/high profile efforts
- Follow up conversations and emails

COMMUNICATIONS MATRIX

The Communications Matrix summarizes the linkages between the key components of the communications strategy, aligning communications objectives, messages, and tools and channels with each stakeholder group. The matrix is a living management tool that is regularly updated, based on evaluations of its performance to date, adding of stakeholders, and gathering of information from stakeholders. Evaluations will include assessing the nature and extent of communications activities, their individual effectiveness, and the extent to which they are supporting realization of broader program objectives.

Table 3 Illustrative Communications Matrix

GROUP	SUBGROUP	MESSAGING	TOOLS/ CHANNELS	FREQUENCY
Internal				
USAID Southern Africa Mission, Program Team	COR (Ashley + Wale)	Detailed "What's happening" including \$, LOE, partnerships, and subk efforts	Updates/ Tracker	Biweekly
	PA Headquarters Pretoria Office	"What's happening"	Newsletter, Requests for Information	Biweekly, as needed
	PA USAID Washington DC Office	Reporting status	Newsletter, Requests for Information	Quarterly
	PA USG (USTDA, OPIC, Commerce, Treasury)	"What's happening"	Newsletter, Requests for Information	Biweekly, as needed
	PA Development Partners (i.e. other donors implementing projects with actively)	"What's happening"	Newsletter, Requests for Information	Biweekly, as needed
	PA Private Sector Partners	Collaboration opportunities, financing calls, stakeholder engagement for work planning identification Success Stories/ Results Grant Opportunities	Newsletter, Requests for Information	Quarterly

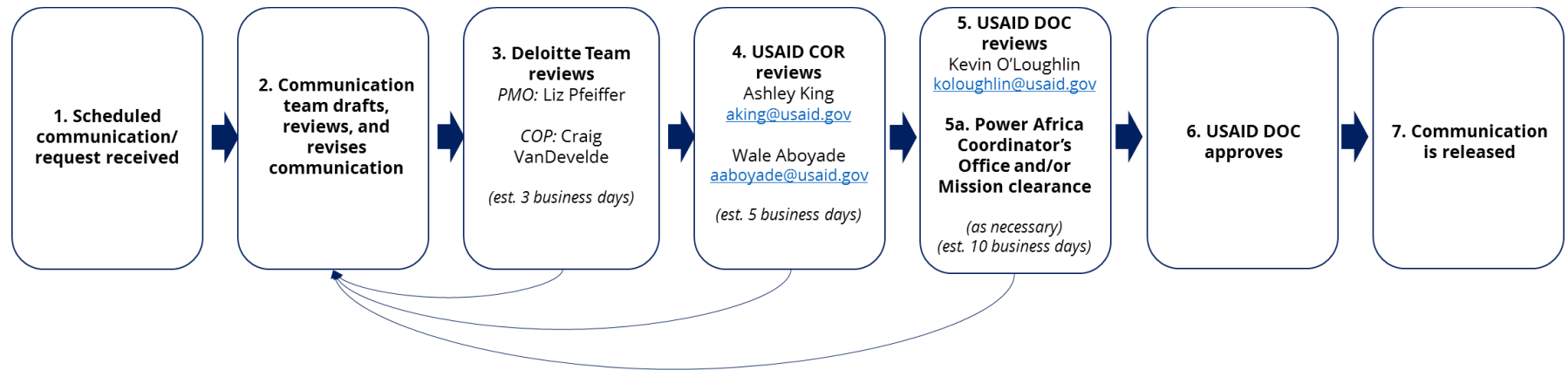
GROUP	SUBGROUP	MESSAGING	TOOLS/ CHANNELS	FREQUENCY
Country Missions/ Embassies	Zambia	"What's happening" Success Stories/ Results		Biweekly, as needed
	Namibia	"What's happening" Success Stories/ Results		Biweekly, as needed
	Madagascar	"What's happening" Success Stories/ Results		TBD, may not be biweekly unless we are actively working there
	Malawi	"What's happening" Success Stories/ Results		Biweekly, as needed
	Lesotho, Swaziland	"What's happening" Success Stories/ Results		Biweekly, as needed
	South Africa, Angola, Botswana, Zimbabwe, Mozambique	Success Stories/Results and regional status update		Biweekly, as needed
Speakers/ Change Agents	COP			
	Other USAID/Program speakers			
External				
Power Africa	Communications Lead	Success Stories/ Results	Sharing between Communications Lead	Continuous
In-Country Stakeholders	Ministries	Action plans/tasks Results- tied to their goals	TBC based on the information gathered during the first three months	
	Regulators	Action plans/tasks Results - tied to their goals		

GROUP	SUBGROUP	MESSAGING	TOOLS/ CHANNELS	FREQUENCY
	Utilities	Action plans/tasks Results - tied to their goals		
Grantees		Success Stories/ Results		
Private Sector	Energy Sector Organizations and Institutions	Success Stories/ Results	Social Media	
	Investors	Success Stories/ Results	Social Media	
General Public		Success Stories/ Results	Social Media	
International Community		Success Stories/ Results	Social Media	
Media		Success Stories/ Results	Press Releases	
NGOs/CSOs				
Speakers/ Change Agents	PSLDCP			
Private Sector	Developers	Grant Opportunities		
	Financing Institutions	Grant Opportunities		
Other Development Partners / Supporting Programs	TBC based on the information gathered during the first three months			

ANNEX I: COMMUNICATIONS APPROVAL PROCESS

The following is a general approval process for communications. The approval process may vary slightly depending on audience and channel; however, this approach will be followed unless otherwise noted. When items need to be reviewed by a specific country mission, this will be done as part of the USAID DOC Review unless the Program COR specifically determines that it should be sent to the Mission/Department of State country representative for review. When the communication team drafts, reviews and revises communications, this may be done:

Figure 3: Approvals



The estimated level of effort on the review days here will be reviewed and revised in the annual communications action plan as the team has conversations with reviewers. It is expected that certain communications will require expedited approvals to meet the mission needs of the Program.

ANNEX 2: NOMENCLATURE

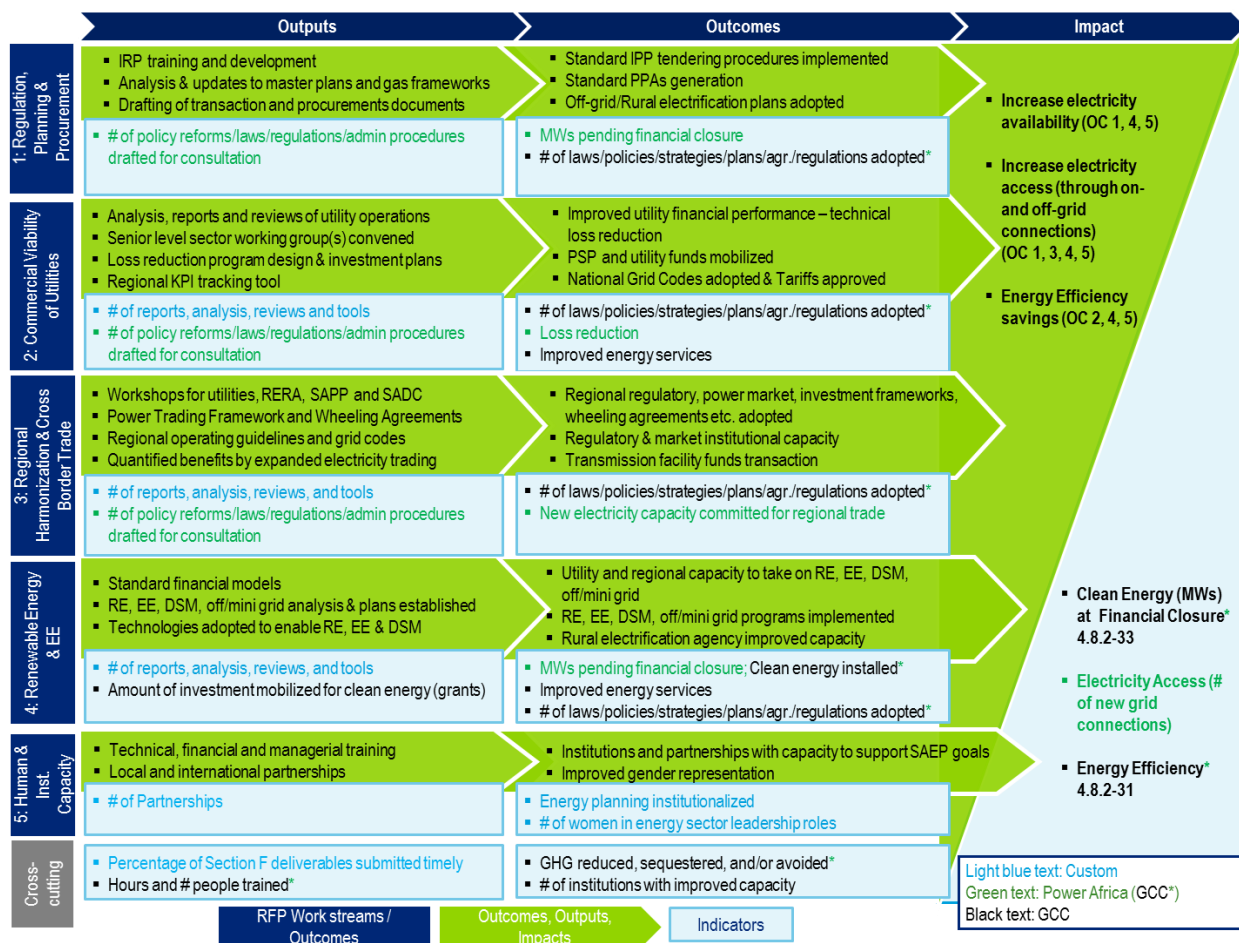
This section will be updated as new guidance is provided on the communications standards for the project as well as the broader Power Africa program. The Program will follow the communications guidelines laid out in the Power Africa Branding and Marking Plan as well as the Program Branding and Marking Plan.

Table 4: Nomenclature

Commonly Used Words	Standard USAID Power Africa Nomenclature
Donors	Partners
Speakers, Public-Facing Official	Spokesperson
Influential stakeholder, champion, advocate	Change Agent
The Program (also 'SAEP')	The USAID Southern Africa Energy Program Should try not to use acronyms and should include USAID in front of the project name

ANNEX 3: USAID SOUTHERN AFRICA ENERGY PROGRAM RESULTS FRAMEWORK

Figure 4: USAID Southern Africa Energy Program Results Framework



ANNEX 4: EXTERNAL COMMUNICATIONS REQUEST FORM

In order to manage the specific communication requests that we are seeking approval from USAID, the team will use the below communication request form. This form will be attached to all requests and will be used to track that the approval has been granted by USAID for a communication to be released.

Figure 5: External Communications Request Form

USAID Southern Africa Energy Program/Deloitte External Communication Activity Request	
Prepared for:	Date Request Submitted:
Date and Time of Interview or Event:	Location:
Sponsor/Facilitator/IP POC:	
Name of Organizer/Requestor: Brief background to request/event:	Brief background of journalist, news organization or event purpose: Further information/links:
Subject/Topic of interview, speech or participation:	Names and designation of other participants:
Proposed Core Theme, Key Messages and Talking Points:	
Notes:	
After Action:	
Date approved for release:	

ANNEX 5: PARTNER ONLINE COMMUNICATIONS

Currently websites on Power Africa and its sub-programs are housed in USAID country websites. This table shows the current as of this writing partner websites, social media, and online communications that the Program may access.

Table 6: Partner Online Communications

Partner Site	Location
Power Africa	https://www.usaid.gov/powerafrica
Power Africa Toolbox	https://www.usaid.gov/powerafrica/toolbox
USAID – Namibia	https://www.usaid.gov/namibia
USAID – Zambia	https://www.usaid.gov/zambia
USAID – Madagascar	https://www.usaid.gov/madagascar
USAID – South Africa	https://www.usaid.gov/south-africa
USAID – Malawi	https://www.usaid.gov/malawi
USAID – Swaziland	https://www.usaid.gov/swaziland
USAID – Lesotho	https://www.usaid.gov/lesotho

ANNEX 6: WEBSITE

The Program team would prefer to have a website that is housed by one of the regional counterparts, such as SADC, RERA or SAPP for the sustainability of such a website.

This website would be to discuss the projects, but also to be a repository to support the Training and Capacity Building of the project. For example, the website could house regulatory best practices for a smaller/newer regulator to access best practices on tariff frameworks, grid codes, or regulator charters. Given the need for such a tool, it makes sense to have this website embedded within our regional counterparts. Their websites could be enhanced, expanded and worked from to be able to have their websites sustainability house the work products of the Program.

The following is a sample timeline that the Program could use to develop a website, if it is required and approved. Website development is contingent on USAID discussions and an approval.

Table 5: Example Timeline

Task Activity	Program Activity, Implementation Progress and Remarks	Progress/Timelines
Registration and approval for the Program Website	<ol style="list-style-type: none"> 1. Register the domain name of the Program Website 2. Request Form for creation of the new website to submitted for USAID's approval 	<ul style="list-style-type: none"> • The Program domain name registered in August 2017 (A domain name will still need to be registered for email addresses for the project team) • Submitted to USAID for approval in September 2017
Selection of Third Party Website Designer	<ol style="list-style-type: none"> 1. Define the scope of work and selection criteria 2. Identify and call for third party website designer 3. Issue RFP for the third party website designer 4. Perform internal due diligence from the procurement team 5. Evaluate & select the vendor 	<ul style="list-style-type: none"> • Three weeks from the date of approval from USAID
Design & Development of website	<ol style="list-style-type: none"> 1. Develop the design outline of the Program website in line with USAID branding and marking guidelines 2. Test logic of wireframes with the Program and USAID 3. Share the design outline of the Program website with USAID for feedback on branding and marking compliance and final approval 	<ul style="list-style-type: none"> • Submission of the draft final design to USAID within four weeks from the selection of the third party website designer
Testing and Security	<ol style="list-style-type: none"> 1. Submit website to USG required security testing 	<ul style="list-style-type: none"> • Submission to testing immediately following approval of design and branding by USAID • Actual timeline for approval is subject to USG schedule
Regular enhancement of the website features and provide interactive platform	<ol style="list-style-type: none"> 1. Integrate and upload Newsletter on the Program website, Factsheet, Press Release, Reports 2. Incorporate sub-page on annual reports on the website in line with the USAIDs approval 3. Link with the existing Power Africa and other stakeholder websites to leverage and feature the work and factsheets of the Program 4. Enhance subpages on project updates including success stories/results (such as a countdown to the MWs and connections)Add "Search Engine Optimization" to enable more traffic from the search engines 5. Provide access to regional energy sector stakeholders to view the latest information and collaborate online 6. Maintain events and activity calendar 	<ul style="list-style-type: none"> • As per the project deliverables and ongoing progress during Year I

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7. Contact section and registration option for the newsletter subscribers, training program, workshop, conference, etc.
 8. Manage, route, and respond to the queries received on the website
 9. Conduct testing and security scans to ensure compliance with USG requirements
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